OPERATIONS

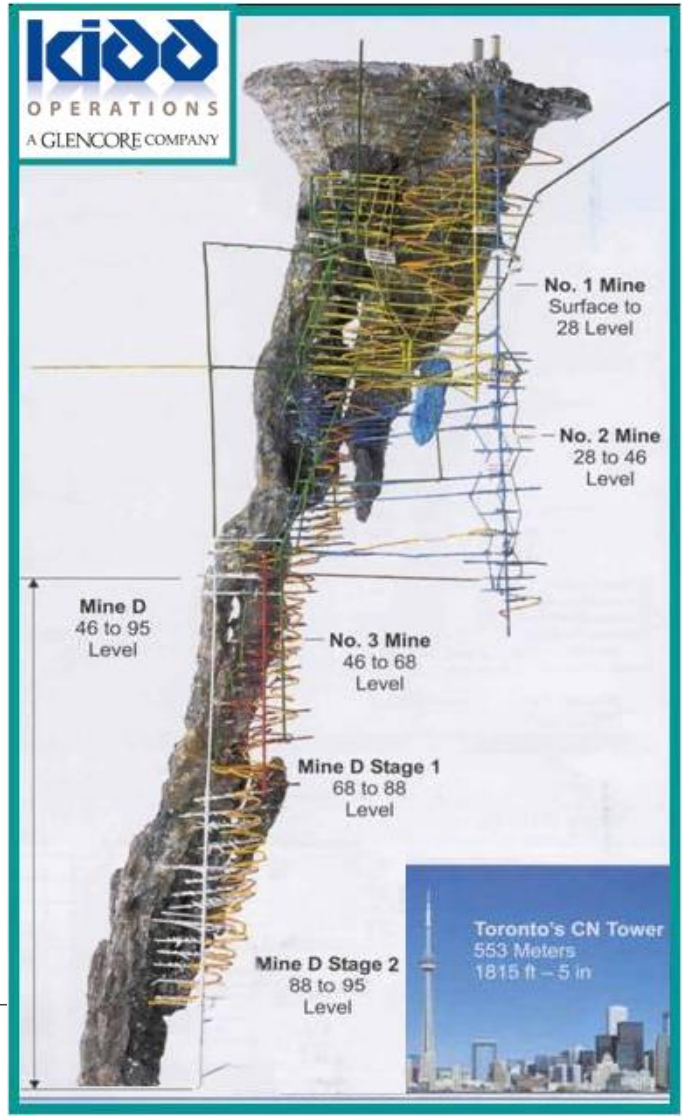
A GLENCORE COMPANY

Kidd Operations
Road to Zero Harm

Edward Pieterse

Kidd Operations

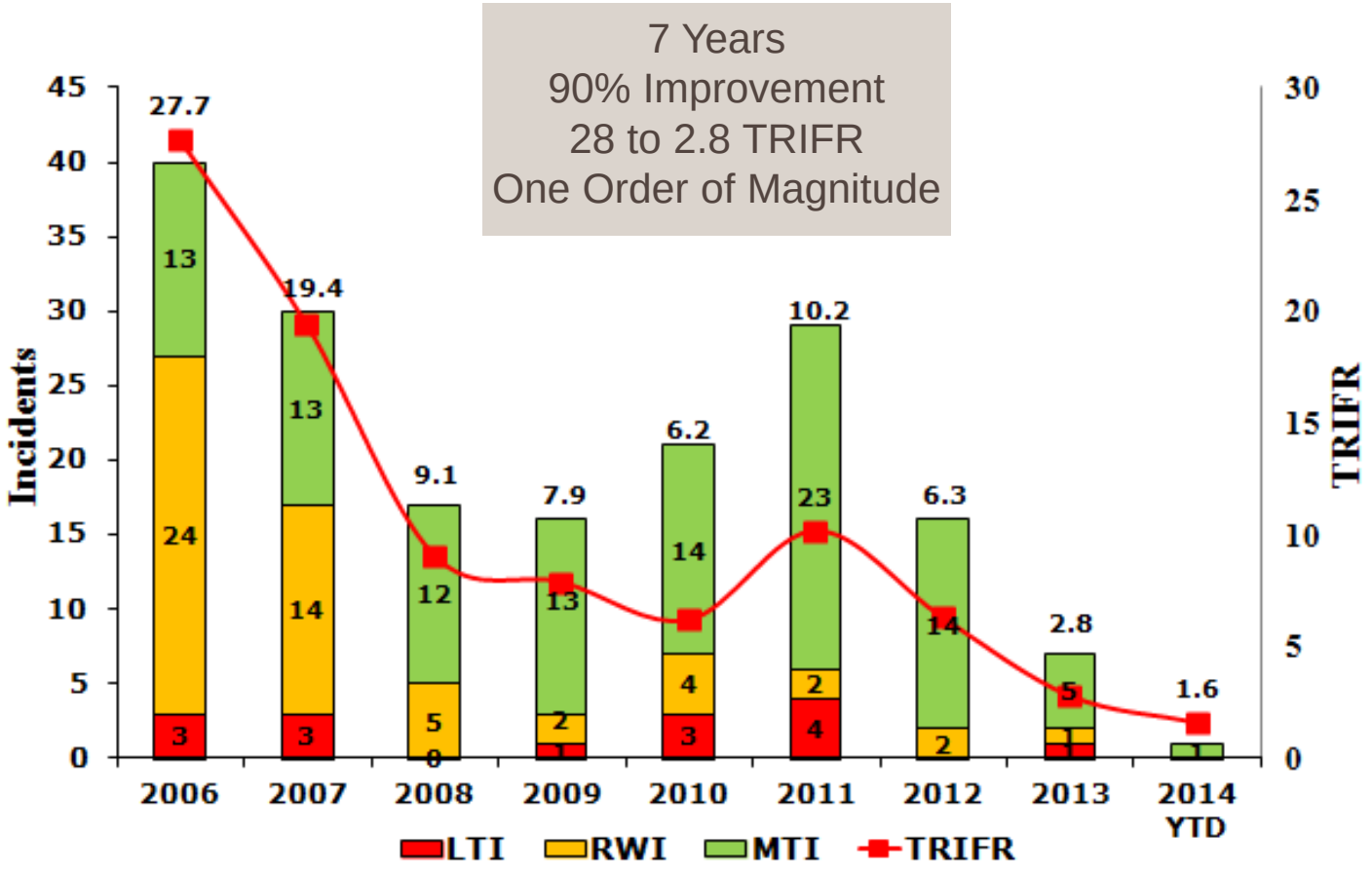
- Underground base metal mine Cu, Zn, Ag
- 150 Mt mined
- Mining Rate 2.3 Mt/Y
  - 1966 – Began as an open pit
  - 1972 - No. 1 Shaft sunk to 930m [3050ft]
  - 1972 - Kidd Zinc Plant commissioned
  - 1979 - No. 2 Shaft sunk to 1556m [5105ft]
  - 1981 - Copper operations began production
  - 1990 - No. 3 Shaft Sunk to 2108m [6916ft]
  - 2000 - Mine D approved by Board
  - 2006 - No. 4 shaft complete to 3000m [9882ft]
  - 2010 - Copper smelter and zinc plant closed
  - 2012 - Mining reaches 9500L [2896m]
  - 2014 – Attained 150 M tonnes milled milestone.



Kidd Operations Road to Zero Harm

- Why we needed to improve
- Leadership
- Accountability
- Involvement
- Knowledge
- Design (Mistake Proofing)
- Behaviour

Kidd Operations Safety Performance



2014 reached 1,000,000 hours with no recordable incident.

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Effective Safety Program – Improvement Plan

Existing Program Analysis

- Reviewed each program element and the requirements
- Ranked for effectiveness and quality
- Developed a three year improvement strategy
- Progress of the plan reviewed monthly by management team

- Proper Safety Culture - proactive
- Proper Incident Management - reactive
- Proper Workplace - proactive
- Exhibit the Right Behaviors - proactive
- Drive the Right Behaviors - proactive
- Proper Equipment and Tools - proactive

Improvements occurred when we changed focus from reactive to proactive

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Leadership

Leadership - CEO Expectations

- Set and drove high expectations to the operations
- Commitment and visible leadership for all safety concerns:
  - *COO and GM and focused on attaining aggressive improvement targets*
  - *Direct reporting every quarter of Safety performance*
  - *Review all reportable incidents directly with site GM*
  - *Detailed basic causes and preventative actions with Safety professionals(corporate involvement).*

"Where did management fail"

"What were the systemic failures"

Leadership – Operational Management Commitment

- Management commitment provides the motivating force and resources for organizing and controlling activities within an organization
  - *All workers having safety components within the Job Description Action Plan (JDAP)*
  - *Site wide safety pauses – Commitment to improve safety*
  - *Management safety tours and infield visibility*
- Management actively analyzes the work and the worksite to anticipate, recognize and prevent harmful occurrences
- Management monitors the safety and health responsibilities of all personnel, whether salaried or hourly
- Management communicates and uses consistent messaging
  - *Quarterly Meeting with all workers – Safety status and current business update*
  - *Standardising all crew meetings with managers message*

Leadership - Managers in Field

Demonstrating Leadership

Accountability

It's our mission to maximize the value of the Kidd ore body and extend its operational life through safe and cost efficient deep mining and milling.

We are passionately committed to creating opportunities for our people to develop and use their knowledge, skills and talent. We are proud of our vital role in the community and we work in open partnerships to create enduring value with stakeholders.

Definition of Purpose

Strategic Objectives

- Create a Zero Harm workplace that delivers improved health and safety and minimizes the impact on the natural environment
- Establish mining plans that deliver reliable production results.
- Extend mine life by continuously improving our processes, cost structure and revenue-generating capabilities
- Improve our business by developing and involving people and by fostering relationships with our business partners
- Enhance our reputation for social responsibility within our community and with other key stakeholders

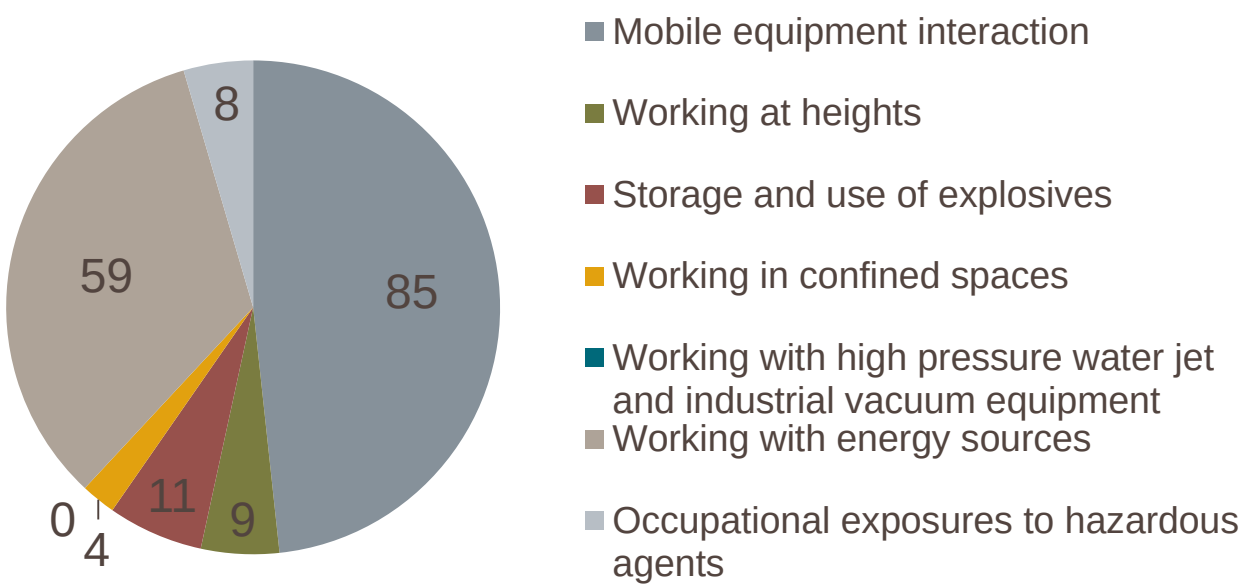
Strategic Plan → Departmental Activities → Individual Job Description Action Plans (JDAP's)

Management Accountability – Job Task Observations

Group	Completed	Target	Compliance
Operations	851	931	91%
Services	162	185	88%
Mine Operations	279	317	88%
Maintenance and Logistics	321	341	94%
Concentrator	89	88	101%

Job Task Observations Compliance Targeting the Risk Register – High Hazard Activities

JTO - Targeting HHA



Organizational Accountability

Measurement against Standards

1 Leadership, Strategy and Accountability

2 Planning and Resources

3 Behaviour, Awareness and Competency

4 Communication and Engagement

5 Risk and Change Management

6 Catastrophic Hazards

7 Legal Compliance and Document Control

8 Operational Integrity

9 Health and Occupational Hygiene

10 Environment, Biodiversity and Landscape Functions

11 Contractors, Suppliers and Partners

12 Social and Community Engagement

13 Life Cycle Management – Projects and Operations

14 Product Stewardship

15 Incident Management

16 Monitoring and Review

17 Emergencies, Crises and Business Continuity

Accountability - Metrics At All Levels

Workers, crews, superintendents and managers all have visible metrics.

Group	JTO	JSO	Close Calls	Injury	Incident	MOL	Leading	Lagging	SCORE
Operations	90%	78%	14%	86%	77%	100%	62%	88%	73%
Services	88%	102%	15%	81%	78%	100%	68%	87%	77%
	140%	207%	29%	100%	69%		125%	84%	109%
	210%	227%	14%	100%	100%		151%	100%	130%
			0%	100%	69%		0%	84%	56%
	70%	173%	129%				124%		124%
	94%		29%	75%	100%		61%	88%	74%
	94%	115%	43%	50%	100%		84%	75%	81%
	90%	0%	0%	100%	100%		30%	100%	58%
	0%		15%	100%	100%		8%	100%	54%
	0%	182%	30%	100%	100%		71%	100%	82%
		18%	0%	100%	100%		9%	100%	55%
	57%		44%	100%	75%		51%	88%	69%
	100%	27%	50%				59%		59%
	30%	82%	200%				104%		104%
	40%	145%	0%				62%		62%
		36%	11%	50%	82%	100%	24%	77%	56%
Mine Operations	83%	77%	6%	85%	84%	100%	58%	90%	71%
	86%	73%	5%	93%	85%	100%	53%	93%	70%
	0%	25%	100%	100%	100%		42%	100%	65%
	0%	10%	0%				3%		3%

YTD Flash Report

	Year to Date, 2013									
					Lost Days					
	Total Hours	LTI	RWI	MTI	LTI Days	RWI Days	Total Lost Days	TRIFR <3.2	LTIFR 0.0	DISR <67
Kidd Operations	2,442,437.0	1	1	5	77	220	297	2.9	0.4	121.6
Gary Morin	1,029,782.0	0	0	2	0	0	0	1.9	0.0	0.0
Shannon Campbell	863,193.0	1	0	3	77	132	209	4.6	1.2	242.1
Dave Scott	549,462.0	0	1	0	0	88	88	1.8	0.0	160.2

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Involvement

Involvement – Safety Teams

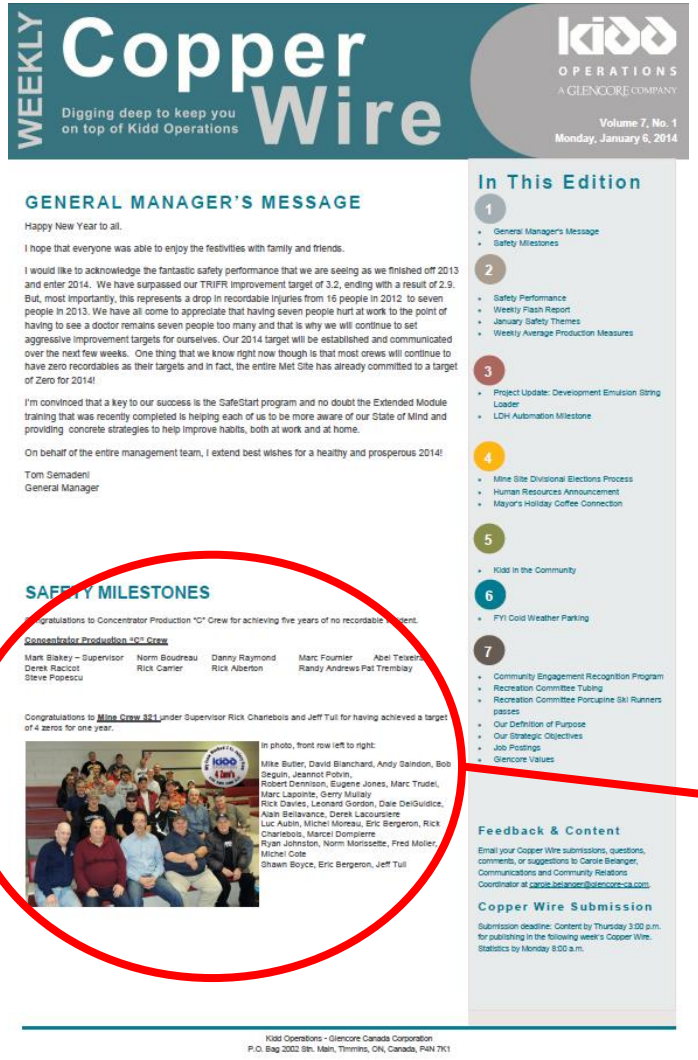
Operational Safety Team (OST)

- Created to identify gaps between safety strategy with the intent of improving deficiencies
- Provides feedback from the management team on upcoming initiatives and programs
- Reviews effectiveness and allows for modification of approaches to our safety program and safety culture, with a focus on improving safety results

Additional safety initiatives and programs:

- Committees with representation from both the workforce and management: JOHSC, OST, MSD, Dust, PPE, Noise, PASS Masters, Safe Start, etc…
- Involve key stakeholders in safety decisions and communications (e.g. large contractor groups)
- Conduct employee engagement surveys, to develop strategies
- Communications such as Copper Wire and TV, FYI, Hazard Alerts, Do You Know, etc…
- Safety Promotions

Involvement – Celebrating Safety Success



WEEKLY **Copper Wire**

Digging deep to keep you on top of Kidd Operations

Kidd Operations – A Glencore Company

Volume 7, No. 1
Monday, January 6, 2014

GENERAL MANAGER'S MESSAGE

Happy New Year to all.

I hope that everyone was able to enjoy the festivities with family and friends.

I would like to acknowledge the fantastic safety performance that we are seeing as we finished off 2013 and enter 2014. We have surpassed our TRIFR improvement target of 3.2, ending with a result of 2.9. But, most importantly, this represents a drop in recordable injuries from 16 people in 2012 to seven people in 2013. We have all come to appreciate that having seven people hurt at work to the point of having to see a doctor remains seven people too many and that is why we will continue to set aggressive improvement targets for ourselves. Our 2014 target will be established and communicated over the next few weeks. One thing that we know right now though is that most crews will continue to have zero recordables as their targets and in fact, the entire Met Site has already committed to a target of Zero for 2014!

I'm convinced that a key to our success is the SafeStart program and no doubt the Extended Module training that was recently completed is helping each of us to be more aware of our State of Mind and providing concrete strategies to help improve habits, both at work and at home.

On behalf of the entire management team, I extend best wishes for a healthy and prosperous 2014!

Tom Semadeni
General Manager

In This Edition

SAFETY MILESTONES

Congratulations to Concentrator Production "C" Crew for achieving five years of no recordable incident.

Concentrator Production "C" Crew

Mark Blakey – Supervisor, Derek Racicot, Steve Popescu, Norm Boudreau, Rick Carrier, Danny Raymond, Rick Alberton, Marc Fournier, Randy Andrews, Abel Teixeira, Pat Tremblay

Congratulations to Mine Crew 321 under Supervisor Rick Charlebois and Jeff Tull for having achieved a target of 4 zeros for one year.

In photo, front row left to right:
Mike Butler, David Blanchard, Andy Saindon, Bob Seguin, Jeannot Potvin, Robert Dennison, Eugene Jones, Marc Trudel, Marc Lapointe, Gerry Mullaly, Rick Davies, Leonard Gordon, Dale DelGuidice, Alain Bellavance, Derek Lacoursiere, Luc Aubin, Michel Moreau, Eric Bergeron, Rick Charlebois, Marcel Dompierre, Ryan Johnston, Norm Morissette, Fred Moller, Michel Cote, Shawn Boyce, Eric Bergeron, Jeff Tull

Feedback & Content

Email your Copper Wire submissions, questions, comments, or suggestions to Carole Belanger, Communications and Community Relations Coordinator at carole.belanger@glencore-ca.com.

Copper Wire Submission

Submission deadline: Content by Thursday 3:00 p.m. for publishing in the following week's Copper Wire. Statistics by Monday 8:00 a.m.

Kidd Operations - Glencore Canada Corporation
P.O. Bag 2002 Stn. Main, Timmins, ON, Canada, P4N 7K1

Winners Workplace Safety North (WSN) - Presidents Award

Kidd Operations – A Glencore Company

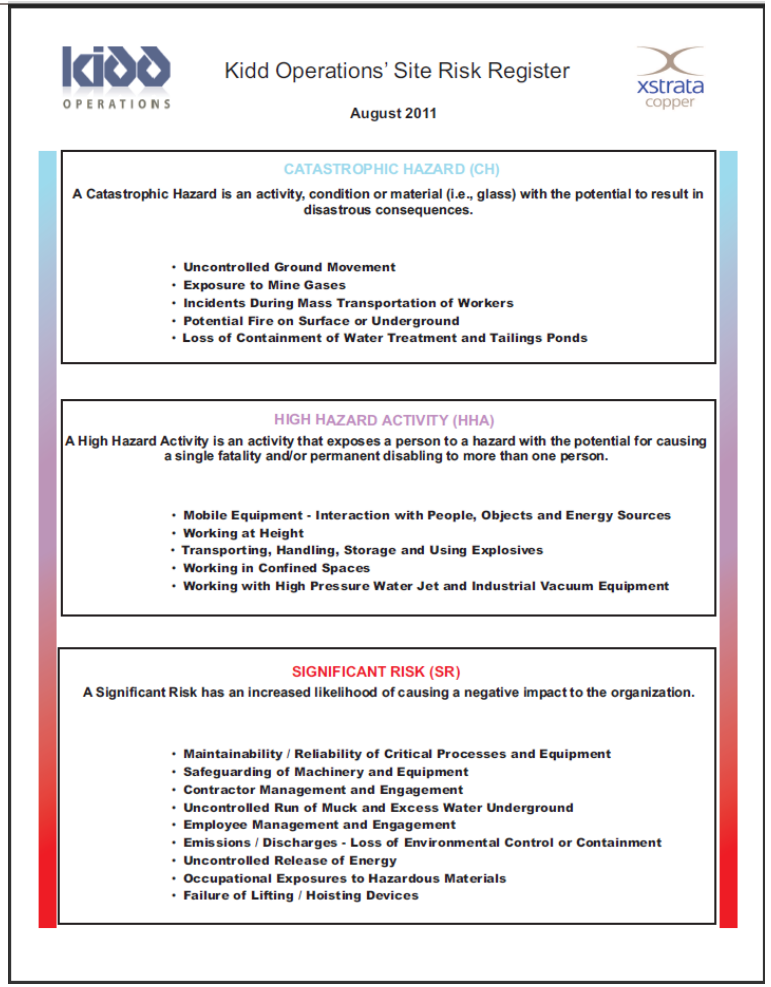
Increased Knowledge

Knowledge - Risk Management Program

- Risk Assessments and Risk Control Audits performed in-house. When required, subject matter experts brought in to assist our auditor.

- Risk Management integrated with Incident/Accident Management…
  - Each month, incidents/accident are aligned with our risks, and the risk's CLR (Current Level of Risk) is adjusted accordingly

- Risk Management integrated with our Capital Management Program
  - Critical equipment/processes are treated as separate risks
  - If the risk is not at ALARP, projects are initiated to reduce the risk
  - The Stage Gate Process is used to execute the project as a large "risk treatment"
  - Project Management Manual includes Stage Gate

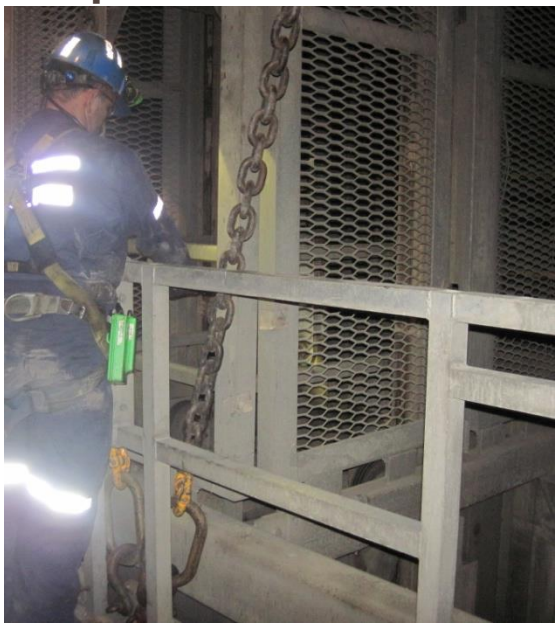


19 Significant Risks

Knowledge - Catastrophic Hazards

Exposure to Mine Gases

Incidents During Mass Transportation of Workers



Potential Fire on Surface or Underground

Uncontrolled Ground Movement

Loss of Containment of Water Treatment and Tailings Ponds

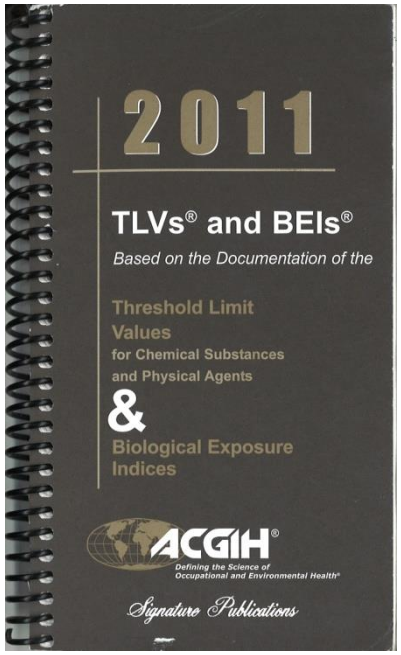
Knowledge – Training and Change Management

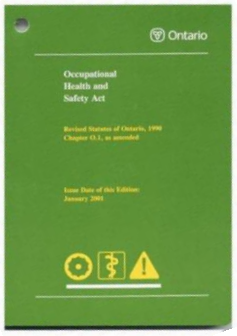
- Formal induction for all workers and visitors
- Professional development training day for all workers
- Individual knowledge – institutionalize by documentation and training

Formal Risk Assessment

Recognize, Assess and Control Hazards

Legal Compliance

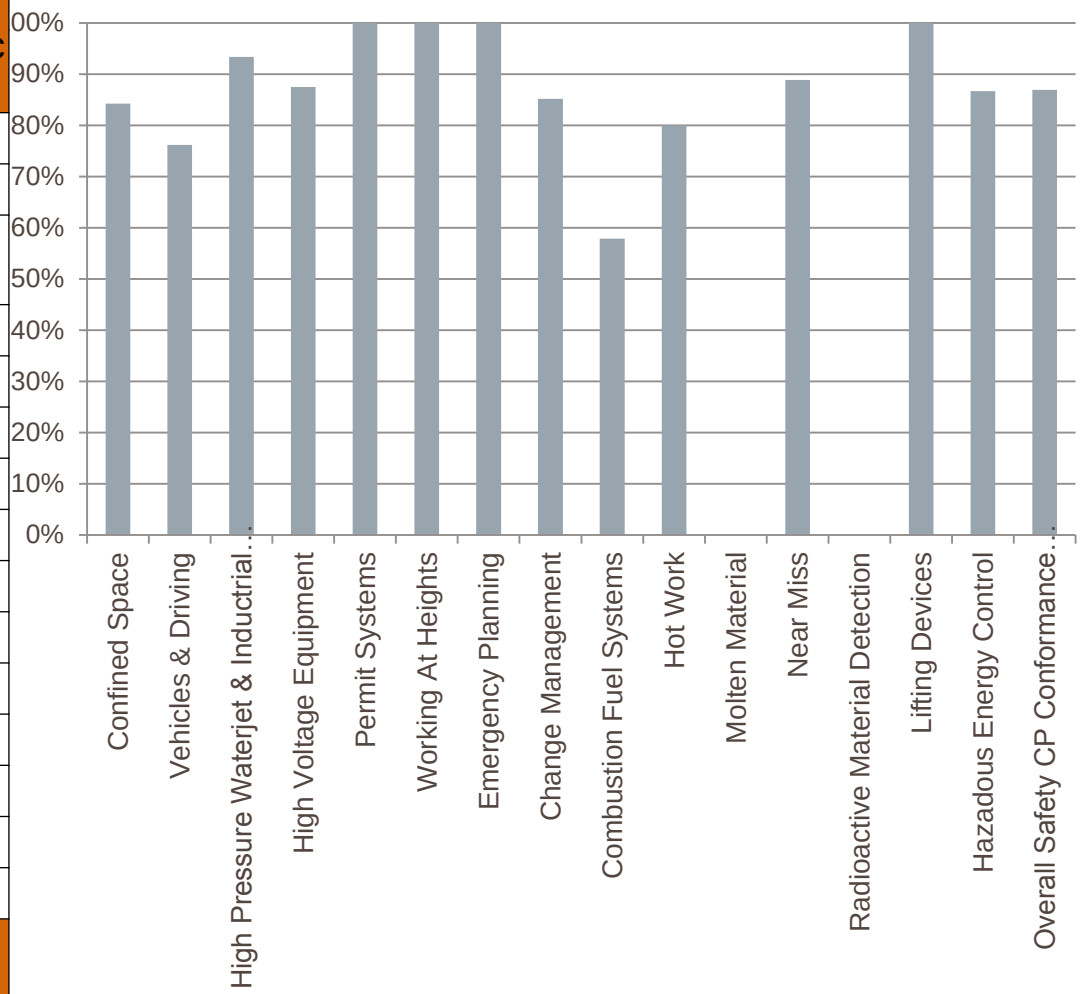




Design (Mistake Proofing)

Risk Control Protocols

Topic	% Conformance
Confined Space	84%
Vehicles & Driving	76%
High Pressure Waterjet & Industrial Vacuum	93%
High Voltage Equipment	88%
Permit Systems	100%
Working At Heights	100%
Emergency Planning	100%
Change Management	85%
Combustion Fuel Systems	58%
Hot Work	80%
Molten Material	N/A
Near Miss	89%
Radioactive Material Detection	N/A
Lifting Devices	100%
Hazadous Energy Control	87%
Overall Safety CP Conformance Score	87%



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Life Cycle Management – Projects and Operations

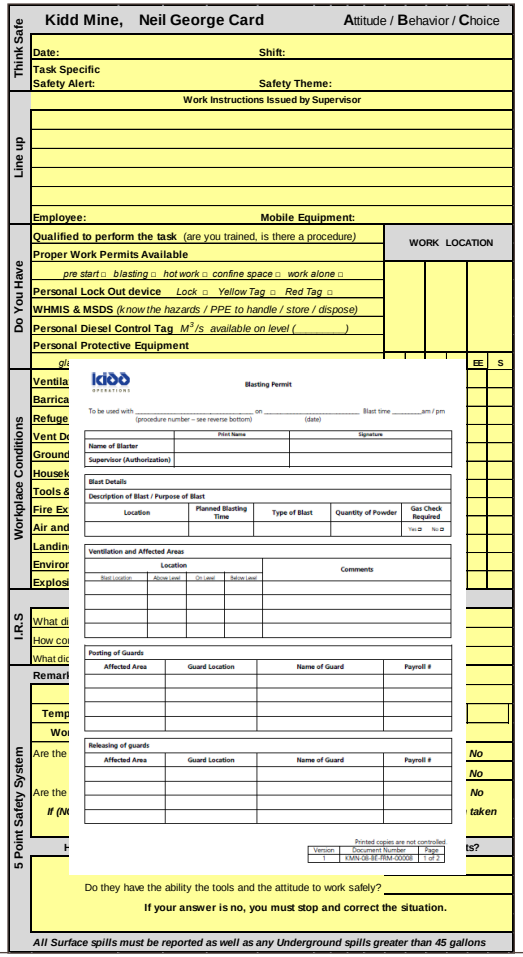
Managing Risks – Hierarchy of Controls

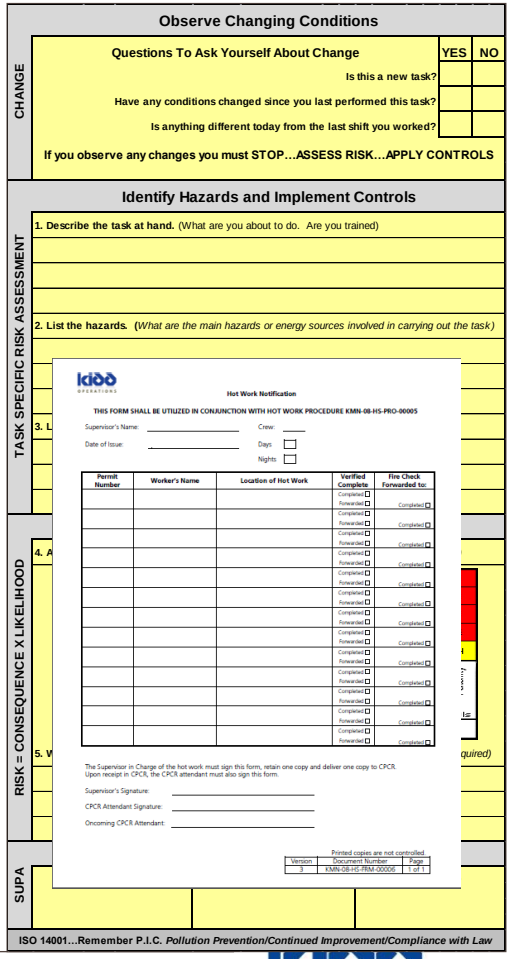
- Define Life Cycle Costs
- Involve the Right People

Work Permits and Checklists

- Work Instructions and permission to work (Neil George Card)
- Prestart Checks
- Confined Space Permits
- Hot Work Permits
- Blasting Permits
- Digging Permit
- Safe Work permit

Process driven permits





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Assurance - Auditing

2013 Risk Control Audits (Planned and Completed)

					Internal/External Resources	Internal Resources	
Start Date	Type	Audit	Management Representative	Expected Duration (bus days)	Lead Auditor	Internal Auditor	Auditee /Other
12-Mar-13	Internal	Risk Control Audit - Working at Height	Ed Pieterse	4	Jim Francis	0	5
16-Jul-13	Internal	Risk Control Audit - Working in Confined Spaces	Ed Pieterse	1	Jim Francis	1	6
10-Sep-13	Internal	Risk Control Audit - Potential Fire on Surface or Underground	Ed Pieterse	4	Jim Francis	N/A	5

2014 Risk Control Audits (Planned)

Audit	Client	Management Rep	Auditor
Mobile Equipment - Interaction With People, Objects and Energy Sources	Kidd	Risk Owner = Gary Morin	Internal
Working with Energy sources (includes Workplace Electrical Safety Program)	Kidd	Risk Owner = Ed Pieterse	Internal
Uncontrolled Ground Movement (Strata/Slope Failure)	Kidd	Risk Owner = Zach Mayer	External
Working With High Pressure Waterjet (>5,000psi) and Industrial Vacuum Equipment (>27 inches of Hg or >1,000 cfm)	Kidd	Risk Owner = Dave Scott	Internal
Exposure to Mine Gases	Kidd	Risk Owner = Shannon Campbell	Internal
Uncontrolled Run of Muck	Kidd	Risk Owner = Shannon Campbell	Internal
Contractor Management & Engagement	Kidd	Risk Owner = Rick Peters	Internal
Employee Management and Engagement	Kidd	Risk Owner = Luc Brousseau	Internal
Labour Disruption	Kidd	Risk Owner = Luc Brousseau	Internal

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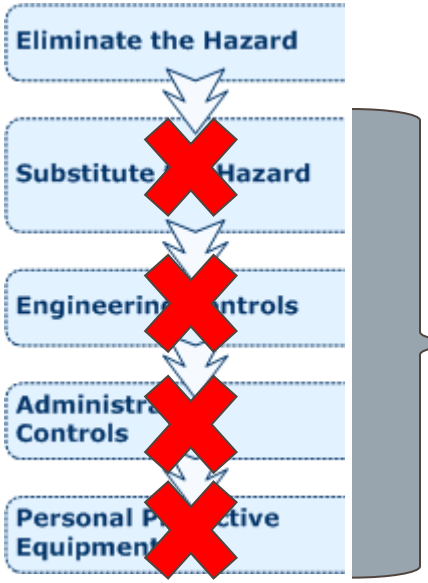
Behaviour Focused

Behavior – People Need Help



Weak link with these controls human behaviour

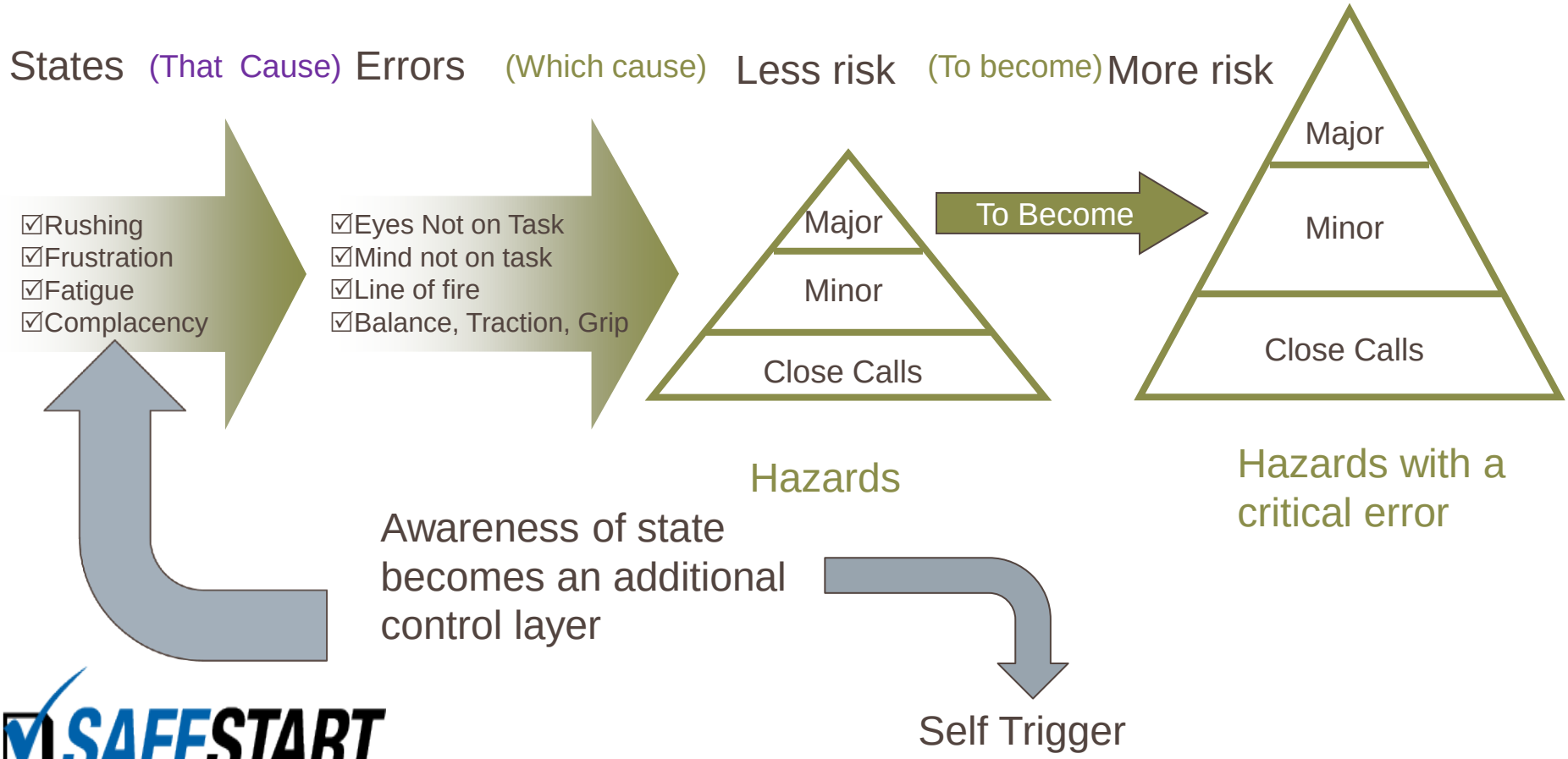
Failed Controls

Exposure to Harm

At Risk Behaviours

- Conscious or intentional behavior
- Habitual behavior
- Unintentional behavior

Behavior – SafeStart



SAFESTART

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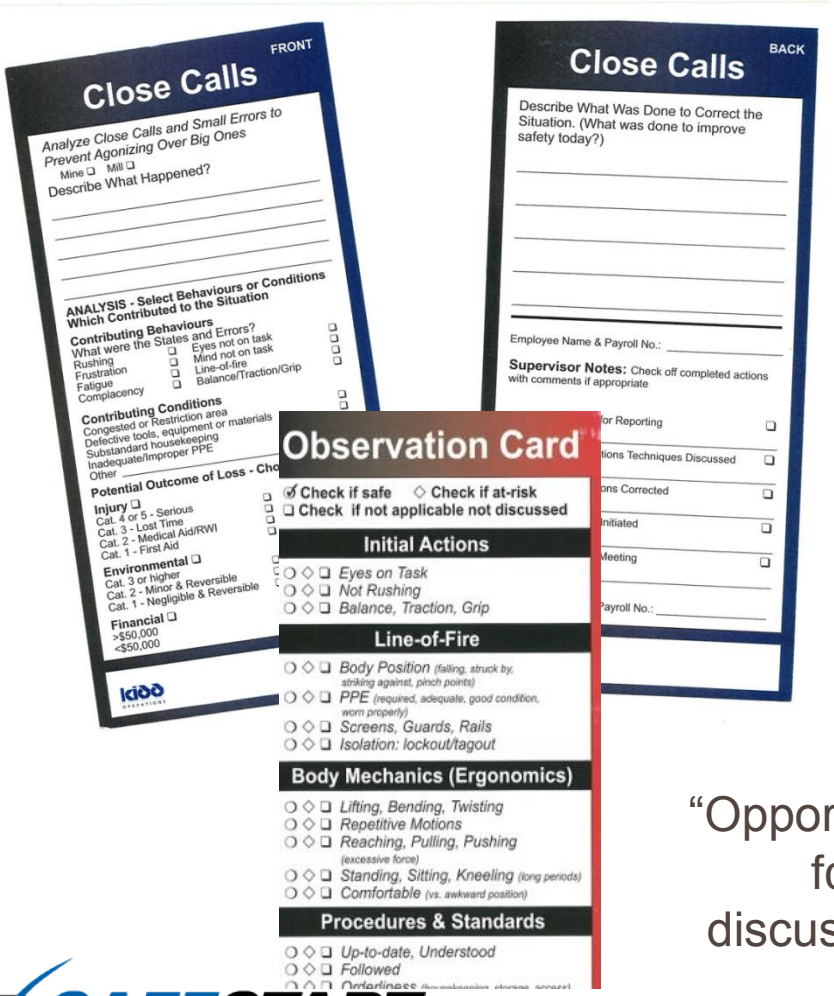
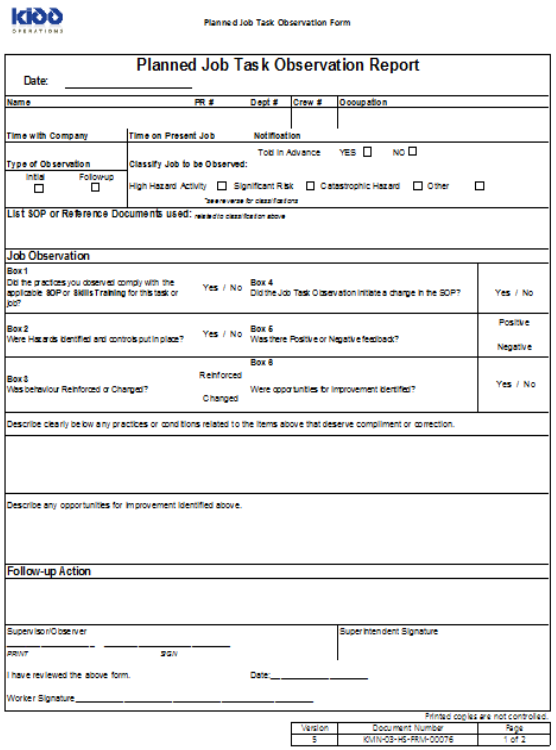
Behavior – Infield Observations



	2013	2014
Job Spot Observations	6,358	6,794
Close Calls	1,251	2,622
Job Task Observations	929	964
	8,538	10,380


Planned Job Task Observation Form

Planned Job Task Observation Report

Date:

Name | PR # | Dept # | Crew # | Occupation

Time with Company | Time on Present Job | Notification

Type of Observation: Initial ☐ Follow-up ☐ | Classify Job to be Observed: Tool in Advance YES ☐ NO ☐ | High Hazard Activity ☐ Significant Risk ☐ Catastrophic Hazard ☐ Other ☐ *see reverse for classifications

List SOP or Reference Documents used: related to classification above

Job Observation

Box 1 Did the practices you observed comply with the applicable SOP or Skills Training for this task or job? Yes / No

Box 2 Were Hazards identified and controls put in place? Yes / No

Box 3 Was behaviour Reinforced or Changed? Reinforced / Changed

Box 4 Did the Job Task Observation initiate a change in the SOP? Yes / No

Box 5 Was there Positive or Negative feedback? Positive / Negative

Box 6 Were opportunities for improvement identified? Yes / No

Describe clearly below any practices or conditions related to the items above that deserve compliment or correction.

Describe any opportunities for improvement identified above.

Follow-up Action

Supervisor/Observer PRINT SIGN | Superintendent Signature

I have reviewed the above form. Date:

Worker Signature

Printed copies are not controlled

Version	Document Number	Page
5	IOMN-03-H5-FRM-00076	1 of 2

"Opportunities for discussions"

SAFESTART

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Conclusions

Identify gaps in your current program versus the ideal program

Understand what you need to measure against to close gaps.

Develop a plan to work on closing the gaps with a focus on

- accountability, at all levels CEO, management and workers
- proactive measures and monitor
- root cause analysis on “near miss” events, learn from these events
- training and culture where individuals are empowered
- risks and hazards ensuring controls are effective
- monitor and adjust as you improve